

Recommended Procedures for ORD Sub-group Panels

General

The procedures given below and the accompanying work sheet have been generated in response to the Executive Committee (EXCOM) requirement that procedures for making personnel decisions be standardized across organizations within CIA. EXCOM did not lay down specific procedures but merely directed that explicit procedures would be followed by each organization. Further, EXCOM, provided twelve specific factors which are to be taken into account by all Career Service Boards and Sub-group Panels in making decisions about promotions, assignment to comparative evaluation categories, assignments, training, counseling and, if necessary, adverse action. There is also a specific directive to create and use a "Work Sheet" in the evaluative process. The specific nature of this work sheet is left to the discretion of the various organizations but it is mandated that it may be kept for a period of one year after the evaluation and the employee may request to be counseled on the basis of the work sheet's contents. Each organization is encouraged to tailor the work sheet, the Sub-group's procedures and the interpretation of the evaluation factors to meet the specific organizational needs.

The procedures given below and the accompanying work sheet represent ORD's response to the EXCOM's requirement.

In designing the procedures and the work sheet the unique nature of the research process has been kept uppermost. Further, a strenuous effort has been made to take into account the fact that, in ORD, non-management professionals must simultaneously exist in the technical world of their profession and in the world of contract management.

The Employee Characteristics Sheet

The characteristics sheet developed as a response to the EXCOM mandate contains definitions of 14 characteristics which are to be used in evaluating personnel. The characteristics are each to be evaluated at one of five levels for each employee. The levels are assigned weights from one to five. The user should feel free to use decimal fraction weights (such as 3.5) if it is felt that greater discrimination is possible or needed in any evaluation. The total score is the mean score of those scales used by the appraiser.

The comments section at the bottom of each sheet should be used to record any data, positive or negative, about the appraisee which can not be covered by the rating scales. Use of this comments section is strongly encouraged. The 14 scales can provide only a generalized framework within which the employees are to be evaluated. Many, if not most, appraisees will merit added comments, especially by those appraisers who know them well. A copy of the Employee Characteristics Sheet is attached.

The Procedures

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Members of the evaluation Sub-group will be assigned the task of assessing employees of a single grade level at one time. They will begin this by first reviewing the personnel files. Included in the file will be a copy of each employee's current Advanced Work Plan (AWP) and the recent Performance Appraisal Reports (PAR's). In addition, each supervisor will fill out an Employee Characteristics Sheet on each person for whom he/she has supervisory responsibility. This sheet will be circulated along with the personnel file to each appraiser. The appraisers will record their opinions on the scales of the Employee Characteristics sheet and in the comments sections. If any member is unable to evaluate the appraisee on any factor from this review of the record, additional information should be obtained from any appropriate source such as the employee's supervisor. If after that time the appraiser still feels unqualified to render an opinion in a given factor, that factor should be left blank, and noted appropriately in the "comment" section. All employees should be rated by every member of the Sub-group before any decisions are addressed by the Sub-group as a whole.

After all employees of one grade have been rated by every member, the Sub-group will meet to consider the decisions to be made. The first decision is that of assignment to one of the four comparative evaluation categories*.

*It is recommended that this and all other decisions be made first by the Sub-Group members individually and then by reconciliation of differences in group discussions. During the discussions the members should also direct their attention to the development of a single composite work sheet which will represent the consensus of the members and will constitute the "official" work sheet to be made a matter of record for one year.

In the discussions leading to these and other decisions each member should be able to substantiate his/her opinion from data entered in the work sheet either as ratings or auxiliary comments.

Following completion of the assessment of employees of a single grade to one of the four comparative evaluation categories the members should next address the matter of promotions, followed by the other categories of decisions such as training etc. The last decisions to be made should be the designation of those employees to be designated as being in the "lowest three percent." The decisions in this matter will be handled as all other decisions, that is, by deliberation. It is specifically recommended that the rating process not include any attempt to actually rank all employees from "highest" to "lowest." Research has shown that this procedure has very little validity insofar as it seems to make fine discriminations. That is, if the number of people so ranked is more than about ten, rank numbers which are contiguous can be shown frequently to be in error.

The final action of the Sub-group is to finalize an ORD Comparative Evaluation Worksheet for each rated employee. This composite worksheet should have ratings on all categories and should contain any comments which might be of assistance to the counseling officer should the employee request counseling. A copy of the ORD Comparative Evaluation Worksheet is attached. This worksheet will be kept for one year to serve as a basis for counseling and evaluating subsequent performance.